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OCAM M84- 069

13 FEB 1984

MEMORANDUM FOR: Director of Communications

FROM:

Chief, Administrative Management Division, OC

SUBJECT: In Search of Excellence

The following is a compendium of ideas derived from myself and the Group Chiefs in AMD. We apologize in advance for the length of our paper, but we chose to present our ideas in point-paper fashion for ease of presentation and reading.

PURPOSE OF THE CIA:

- °Collect, analyze and disseminate intelligence.
- °Devise and execute covert action programs as an instrument of national security practice.
- °PURPOSE OF DDA: Ensure legal and immediate support of the above missions.
- °Identify administrative obstacles which impede our mission. Determine creative ways to defeat these obstacles within allowable regulations and practices.
- °Promote and utilize reasonable but aggressive use of the DCI's special authorities to meet unusual aspects of our mission quickly and effectively.

ORGANIZATION

- °Promote and maintain a "One-Agency concept".
- °Though competition is healthy, allow it in the Organization only if it helps the Organization reach its goals. Guard against splintering and erosion which can be the result of unchecked or unchannelled fierce competition. Remember that when one competes, someone has to lose--and feel the loss.
- °Organize to adapt fast-moving situations; ensure quick reaction when needed; be able to redirect resources quickly and effectively to respond to crisis conditions.

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- ° Stay ready - stay sharp - keep "on a high".
- ° In the One-Agency concept, foster a personnel system which deals with the membership of the Organization in exact ways: same promotion rules, same assignment opportunities, etc....
- ° Require exactly similar finance practices and accountabilities in all components of our Organization.
- ° Guard carefully against favored treatment of any one component. When resource improvements go to one component and not to others, explain the reasoning to the losers.
- ° Guard against the Agency becoming a "political" instrument and against losing objectivity when forming intelligence conclusions. (Some in our group felt that there are good sides to politicization of the Agency, particularly in pursuing an image improvement program by developing rapport with the "outside" and PR, in general.)

ETHICS - Ethical Standards

- ° Patriotism;
- ° Committed to secrecy;
- ° Prudent use of government funds;
- ° Attention to conflict-of-interest problems (an Organization and its people need to not only be honest but to look honest);
- ° Respect for the law.

PEOPLE - People are the Organization's most important asset. Manage them accordingly with:

- ° Sensitivity;
- ° Reward and recognition (do not overuse);
- ° Afford development opportunities with training and well-considered assignments;
- ° Allow and insist on a creative and imaginative work environment. (Every idea counts until, under analysis, it's determined to be of no use. Save the useless ideas; revisit them later on.).

2
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°Reward merit, but also reward long and faithful service, but with heavy emphasis on the former.

°Reward and support the "informal Organization" that exists in every component. Then tap into it.

°Listen to people at all levels - then respond! (So that they know they were, at least, heard).

°Keep people and components talking to each other. Periodic conferencing is an excellent technique

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°DDO and DDA make unofficial heavy demands on spouses and family. Recognize this. It is an unusual part of our work; not found in most of government and the private sector. Recognize it openly and include spouses and family as often as possible in work-related affairs. Show appreciation openly.

°Maintain and enhance our long-standing reputation for quality work. Keep us on top. (Better the Agency be understrength with the highest quality of people, than to fill the ranks by lowering our standards.)

°Give special importance to assignments of people to jobs which combine their own interest and strengths with the requirements of the Agency. This keeps them sharp, because they stay interested.

°Have Succession Planning early on, and be willing to add or subtract from your list as time goes on. Nobody has "rights" to this list.

°Make a concerted effort toward employee broadening and systematic progression into positions of increased responsibility using newly-developed skills that the Organization has fortunately fostered.

°Important to the DDO and DDA: From the onset, ensure that we place our new employees in jobs where their personal ethics can accept the kinds of demands they will face. Discuss this openly with people as they change components during a career.

°Important to the DDO and DDA: Don't eliminate, at face value, those with life styles and personal histories which a recruitment process would eliminate summarily. For example:

- Experimenters, risk takers, free thinkers, free spirits just might be the kind of people that a dynamic Organization

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25X1 SUBJECT: In Search of Excellence

25X1 such as ours needs. The paradox is that one might argue
25X1 that excellence cannot come from people with life styles
and life histories described above, but excellence in the
DDO,

25X1 Bottom line:
excellence for one component may not be excellence for
another, and free spirits and risk takers may fit extremely
well in some arenas and poorly in others.

- °Maintain sense of humor and encourage the same among your people.
- °Wage war against employee poor health, stress and depression. Such adverse conditions can, and do, cut an Organization to shreds.

MANAGEMENT

Irrespective of what management style is used, identify clearly goals and objectives so that all employees can understand where you're coming from, what is expected, and where you're going. Also, it is essential to instill identical beliefs in all major components of the Agency.

An empathic management style is the ability to put one's self in the "place" of a subordinate and to feel the emotions and conditions felt by him. Empathic management can also include "reflecting feelings", which, for example, acknowledgment subordinates is going through and acknowledge that it is indeed a difficult problem and would be for anybody.

- °Have a people-oriented management style with,
 - Lots of communication;
 - Open and participatory management;
 - Signal the employee that management is there to "help" subordinates;
 - Be accessible;
 - Create an environment allowing and insisting that people use their imagination;

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- Praise and criticism must be done quickly and consistent in its application;
- Instill trust;
- Insist on excellence, but not perfection, because the latter is unattainable.
- Do not be so fiercely competitive that the "average Joe" fears that an honest eight-hour effort, mediocre though it may be, will be seen as sub-standard and a disgrace. All Organizations need "workers", and not all can or should be Chiefs.

MEASURE OF RESULTS: Though we are not a profit-oriented Organization, guard against using this as a cop-out allowing ineptitude and waste. Define "profit" as success of your mission to the Organization, and operate as if "success" were dollars.

- ° Analyze failure as well as success. This allows learning by mistakes as well as by success.
- ° Ask the employees what they think.
- ° Ask the customers what they think.
- ° Forced internal sharing of successes and failures among components and Directorates without specifics, sources or methods, promotes an Agency-wide understanding, appreciation and sense of pride.
- ° Compartmentation is an unavoidable hindrance in communications among components, but communications must go anyhow--perhaps in some sterilized way. Secrecy, on the other hand, is a necessary hindrance and does not permit divulging successes or failures to the public. To offset this restriction, and to gratify the employees who contributed to the successes, internal communications among the employees is more important than ever. Remember, they cannot receive recognition in any other way, even from the support systems in their personal lives such as the spouses, family and friends. The Organization must be a surrogate to all of these, and serve as the support system, that thanks and criticizes when appropriate.

STANDARDS

- ° Strive for excellence by staying insatiable for excellence.
- ° Strive to be the best service in a world having other very good intelligence services, and more coming all the time.
- ° Don't rest on laurels.

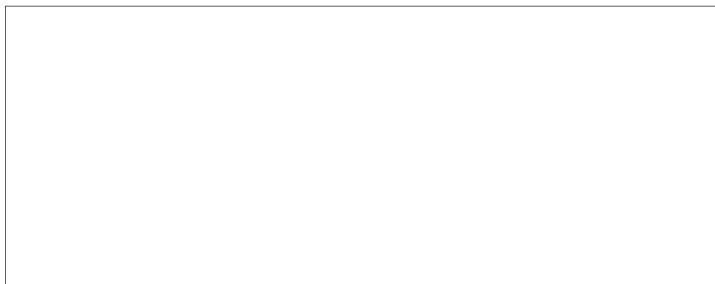
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°Provide above-average benefits to your above-average people.
Remember, they could have gone elsewhere to work, but chose
the excellence of the CIA as their employer.

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OCAM/CDTG M84-002

09 FEB 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:

Chief, Career Development & Training Group, OC-AMD

SUBJECT: CIA Goals and Principles

PURPOSE: The Central Intelligence Agency is dedicated to compiling information to provide a picture of reality to better prepare policy makers in their decision-making process.

ORGANIZATION: All organizations are complex social and technical systems. To the extent that the boundaries between these two systems are managed is a measure of the success of the organization.

ETHICS: Every employee comes to work to do a good job. It is the responsibility of management to insure that the norms, standards, and purpose of the organization are communicated to every employee.

PEOPLE: Organizations require employees with a variety of skills, values, and philosophies. It is the responsibility of management to institutionalize forums for conflict, dissent, and consensus.

MANAGEMENT: Management systems and tools (i.e. PARS, position descriptions, etc.) are only as useful as the people who implement them and the individuals who trust them.

MEASURE OF RESULTS: Quality is subjective. It is defined as much by the producer as by the consumer. If individuals have a sense of Quality when they work, their production will have aspects of Quality.

STANDARDS: Standards for individuals and organizations are norms to define minimum levels of activity and to provide a means of ranking levels of activity. They do not define a quality product and merely serve as a tool.

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13 February 1984

MEMORANDUM FOR: Executive Assistant, OC

25X1 FROM:

Chief, Personnel Administration Branch, OC-AMD

SUBJECT: CIA Goals and Principles - What Should They Be?

REFERENCE: Memo OC-M84-082, dtd 30 January 1984; Same Subject

In response to referent request, below is the Personnel Administration Branch's views which we keyed to the outline and question asked.

...Purpose -

The Agency exists for the sole purpose of providing the best possible intelligence information to assist the National Security Council and ultimately the President in effectively charting the course of this Nation. At all costs, this Agency should strive to be apolitical and should resist any attempt to be used for political purposes by either the President, his staff or members of Congress.

...Organization -

We believe that the Agency's operating and support elements should operate in full partnership with each other, i.e., there should not be a hierarchy of roles. It is our considered opinion that if the Agency expects to achieve the maximum level of effectiveness and efficiency in its operations, sufficient resources need to be expended in terms of personnel and funding within the Agency's support elements. While we believe the decentralized support system within operating components is appropriate

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in its organizational concept, it is essential that officers are made part of the management team and that the necessary information is shared at an early stage to facilitate rendering effective support.

...Ethics -

It is our belief that there is an existant standard already defined within the Agency which requires the highest possible personal and moral standard of its employees [redacted] Frequent review of the HHB by employees should inculcate these standards within the organization and strict administration of deviations from the standard should reinforce its applicability.

...People -

In previous years, adequate salaries and benefits along with a rigorous selection process tended to insure the acquisition and retention of the best employees. In recent years, however, there appears to be a concerted effort on the part of the President and some members of Congress to reduce salaries, curtail benefits (health insurance, allowances, etc.) and revamp the retirement system. It is our humble opinion that this has a deleterious effect on employee morale and is forcing many employees to reconsider their options of remaining in the employ of the Agency. We believe this is particularly true of mid-level and senior managers. It is also our considered opinion that if the retirement system is changed, to the extent now being proposed, that many of the Agency's best employees will seek employment in the private sector. This could result in the Agency being staffed with less competent employees and with those who are at the upper end of the age spectrum who will not be affected by retirement age changes. In addition, as

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SUBJECT: CIA Goals and Principles - What Should They be?

the economy continues to improve, the Agency's ability to attract the best possible applicants will be severely curtailed.

...Management -

It is our belief that a participatory management style is the most effective for the Agency. It is also our belief that not only should responsibility be delegated to the lowest possible level but also that the authority to carry out these responsibilities be delegated as well. Too often supervisors and/or managers are given responsibilities but cannot effectively carry them out due to the requirement of extensive and often unnecessary coordination through many layers of the organizational chain.

...Measure of Results -

In the area of finished intelligence or internal support, the consumers should be consulted as to how well our purpose has been accomplished. Added to this and for the other areas, there should be periodic internal reviews coupled with IG surveys to determine overall effectiveness.

...Standards -

If we require and maintain high suitability and professional guidelines for employees, particularly in their initial selection and insist on high ethical standards, this should be sufficient for individual or institutional purposes.

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10 February 1984

MEMORANDUM FOR: Director of Communications

STAT FROM:

Chief, Budget and Fiscal, OC-AMD/SSAG

SUBJECT: CIA Goals and Principles - What Should They Be?

REFERENCE: OC-M84-082

Purpose: The purpose of the Agency is to collect intelligence abroad in a timely and efficient manner, whether it is through manpower or modern data collection devices.

Organization: Agency employees should be cordial, loyal and exemplify the attitude of "give and take", understanding that we each have a job to do and cooperating as best we can with each other on a timely basis to accomplish the Agency's goal. Yes, we are organized to accomplish this task because Agency offices work closely together with each other.

Ethical Standards: Loyalty, patriotism, integrity, character, and intelligence are mandatory ingredients for a CIA employee. The lifestyle of Agency employees are in some ways modified and can cause a change in character.

People: Health Benefits - Health benefits are a thorn in the side of most Agency employees while our counterparts in private industry do not share this burden. The benefits change from year to year causing the employees to explore and reexamine their policies annually. In most cases, the more expensive the policy the more marginal the benefits. Therefore, the annual cost of living raise obtained by Federal workers is wiped out by an increase in health benefit costs.

Promotions - The promotion system has undergone much criticism and will continue as long as employees feel that the Peter Principle applies. This is where a person is promoted beyond their qualifications. Comparison of companies like Boeing, IBM, and Hewlett Packard draws more attention to the imbalance of fringe benefits of Agency employees.

Training - Inadequate training in some cases causes an employee to perform at a low level of competence. Therefore, management should wherever possible allow a training period of at least two weeks to insure a smooth transition.

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SUBJECT: CIA Goals and Principles - What Should They Be?

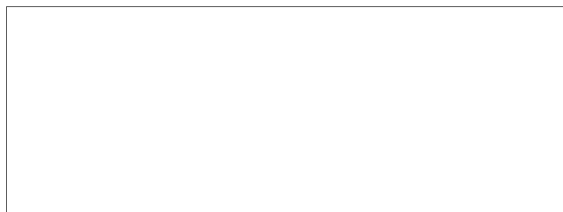
The Agency prides itself in recruiting the best qualified personnel, but in order to get the best, you must offer the best. Inadequate health benefits, lack of promotions, and poor training directly affects the retention of the best employees. The level of responsibility and challenge ensures that we utilize our employees to the height of their abilities.

Management: The style of management should be an open door policy. All employees should be allowed to express their ideas and opinions, whether positive or negative, and not feel as though they will be penalized.

Measure of Results: The Agency's ability to acquire intelligence abroad and not draw attention through the media is an indication that we are accomplishing our goal.

Standards: Individual standards should be to strive for excellence and always endeavor to be above average in skills, education, and training. The Agency, therefore, should seek these types of individuals to achieve excellence in the collection of intelligence.

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[REDACTED]
9 February 1984

MEMORANDUM FOR: Executive Assistant, OC

25X1

FROM:

[REDACTED]

25X1

SUBJECT:

CIA Goals and Principles

[REDACTED]

25X1

REFERENCE:

OC-M84-082, dated 30 January, Same Subject

[REDACTED]

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In compliance with referent memorandum, attached is a "free
thinking" paper within the parameters of the request.

[REDACTED]

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[REDACTED]

Attachment: a/s

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[REDACTED]

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SECRETCIA Goals and Principles

Ideology is an exceptionally powerful force. People receive deep gratification from it, suffer hardships for it and even die for it. To tap this force appropriately and to use it successfully required great skill and possibly some luck. The other world Super Power is a master in the play on ideology and has a history of using its power to achieve its goals and objectives.

By definition, for the purpose of this paper, ideology is, "...the content of thinking characteristic of an individual, group or culture." 1/ It is recognized in management circles that a company can have a culture--an ideology. 2/ The Central Intelligence Agency could be well served by a well articulated, sophisticated tapping of ideological power. In its infancy, and as a follow on to the renowned Office of Strategic Services, ideological power developed easily and naturally--simply, the best intelligence organization in the world had to be built. It was. That ideology was the almost silent, but powerful passion underlying every project, every operation and every organization.

Since then many changes have occurred. As a nation we now freely admit our loss of primacy in some respects. Intelligence, in the past has suffered at the hands of the Congress and the media; hence, a powerful resurgence is necessary.

Changes in organization are not enough. Our time tested organizational structure is adequate, as would be many variations on the old theme. Devotion to one, or a combination of the many articulated managerial styles will not produce the needed impact, nor will new looks at standards, ethics or any individual elements of the whole. Something is needed to undergird all of the parts--to bolster all of them.

Another factor needing attention, is the perception of the Agency within our society. We could well attempt to change our image thru ideological means. The importance of intelligence to our society is no longer personified in the image of a black cloak and an unsheathed dagger. Our worth would be better reflected in our contribution to world peace and our indispensability in avoiding a nuclear exchange--problems which touch everyone.

To meet the needs for resurgence and excellence within the Agency, and, simultaneously, to improve our image in society, an offensive employing the power of ideology is needed. No doubt the postal service thru its various structures has benefitted immeasurably from its articulation, "Neither snow nor rain nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds." 3/ Not only did employees live by it, the public

1/ Webster's Collegiate Dictionary, 1979.

2/ Thomas J. Peters and Robert H. Waterman, Jr., In Search of Excellence, (New York: Harper & Row, 1982), pp. 103-104.

3/ This slogan started in the New York Post Office, caught on; then was spread throughout the nation. (Consumer Affairs Office, US Post Office, Washington, D.C.)

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believed it and admired them for it. The four Directorates could benefit from developing their own catch words or phrases; then manage so as to give the slogans substance and reinforcement. Likewise the Agency could find a keystone phrase for the apex. Properly done, such an effort could capture the imagination, and support of worthy employees and offer guidance in the decision making process--a move toward excellence. If we lived by a worthy motto/slogan over the long term, we would take a significant step toward capturing the admiration of our society.

Unless done well, better not do it at all. A deep study by experts coupled with the finesse and sophistication generally attributed to "Madison Avenue" must be joined to achieve success. The force and power of ideology lies out there, dormant until successfully tapped. Let's tap it!

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C O N F I D E N T I A L

OCAM/CS-M84-023
13 February 1984

MEMORANDUM FOR: Director of Communications

25X1 FROM: [REDACTED]

Chief, Communications School, OC-AMD/CDTG

SUBJECT: CIA Goals & Principles - What Should They Be?

REFERENCE: OC-M84-082 dated 30 January 1984

25X1 1. We at the Communications School believe that the establishment of standards for the Agency is an excellent idea. Such a statement would provide a formal philosophical framework from which all Agency personnel can identify with and use as a guide in their daily work. [REDACTED]

25X1 2. Although the establishment of standards ,may not come easy, we believe it can and should be done. Once this is accomplished, however, it is imperative that the concepts and principles be adhered to by all concerned, at every level, within the Agency. In our opinion, adherence is the key factor. This is the key point made by IBM in its statement of beliefs wherein is stated that "the most important single factor in corporate success is faithful adherence to those beliefs." In effect, IBM has established a recipe for success. It is company adherence to the recipe, however, which has established IBM's success and maintained its standard of excellence. [REDACTED]

3. In developing the Agency's statement of beliefs we believe strongly in the following points:

a. A standard of ethics that establishes and fosters mutual respect between employees. Honesty and fairness is essential. Managers and supervisors must take the lead in this effort, respecting individuals for their abilities and ideas. Employees must be made aware that many of them inherently view difference, i.e., race, sex, experience, etc., in negative terms and that is a root cause of many organizational problems.

b. Recruit the best possible people. Hiring standards must be maintained. people should be trained and developed in accordance with their abilities and the requirements of their positions.

25X1 [REDACTED]

C O N F I D E N T I A L

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SUBJECT: CIA Goals & Principles - What Should They Be

25X1 c. Review the application of the term "needs of the service." While this is certainly essential to the success of the Agency's mission, it is habitually used too often, sometimes without due regard to the "needs of the people."

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C O N F I D E N T I A L

C O N F I D E N T I A L

13 February 1984

MEMORANDUM FOR: Executive Assistant, OC

25X1 FROM: [REDACTED]

Chief, Assignments and Processing Branch, OC-AMD/PAG

25X1 SUBJECT: CIA Goals and Principles [REDACTED]

PURPOSE - The Agency exists for the purposes of gathering intelligence pertaining to the security of our nation. The information is passed to senior policy makers for their use in ensuring the United States maintains a secure posture in the free world.

ORGANIZATION - Although the Agency basically fulfills its mission, its effectiveness is frequently hampered by bureaucracy and compartmentation. Suggested methods for correcting the situation are:

- Increased interaction between the different Directorates and their employees, resulting in a decrease in duplication of effort.
- Establishment of clearly defined priorities.
- Emphasis on teamwork directed toward the fulfillment of Agency and not individual Directorate or Component goals.

ETHICS - In the interest of National Security, Agency activities should be accomplished by any means as long as the sanctity of human life is preserved.

PEOPLE - Suggested methods of acquiring and retaining qualified employees are:

- The development of strong legislation to ensure Agency employees receive benefits comparable to those of the private sector.
- Establishment of recruiting teams conversant in specific career skills (i.e. professionals/clericals). (Recruit for their respective career disciplines).
- When selected for employment, employment conditions should be carried through to retirement. (i.e. Agency/Employee contracts should be adhered to.)

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25X1 SUBJECT: CIA Goals and Principles

MANAGEMENT - A combination of participatory and directive management practices may best service the Agency's needs. An example could be the "We Concept" which in essence means, success or failure is a collective rather than an individual endeavor. To support this effort the free flow of information between subordinate and supervisor is a necessary ingredient.

MEASURE OF RESULTS - In the broad sense, the results can be a measure of the timeliness and quality of intelligence products, disseminated to senior policy makers, keeping them fully aware of rapidly changing international affairs.

STANDARDS - The individual and institutional standards for any intelligence organization are:

Professionalism

Dedication

Accountability both individual and
institutional

Reflection of Espirit De Corps

25X1 Honesty, trust and integrity within the ranks.

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OC/OL/IMC-M-84-004
15 February 1984

STAT

MEMORANDUM FOR: [REDACTED]
OC-Executive Assistant

STAT

FROM: [REDACTED]
Chief, OC/OL/IMC

SUBJECT: CIA Goals and Principles

REFERENCE: OC-M84-082 - CIA Goals and Principles

Listed below are the views and concepts of OC/OL/IMC branch members on what CIA's statement of goals, principles and standards should be.

PEOPLE

Standard for personal and intellectual qualities for EOD's need to be raised at all levels of entry, returning to the higher standards adhered to in the past. It is understood, however, that the Government is not perceived as offering the incentives, i.e., salaries and benefits, being offered by the private sector.

MEASURE OF RESULTS

When the Agency accomplishes its mission without publicity.

ORGANIZATION

1. Lack of communication between directorates, offices, and staffs thereby creating confusion, duplication of effort and thus a less efficient organization; i.e., the "need-to-know" principle being used to the point of detriment to the timely completion of the duties required.

2. Diverse standards now exist for automated registries, use of Wang Alliance word processing equipment; internal orders and notices that are repetitive of HN's [REDACTED] personnel standards for promotions, PAR ratings, panel guidelines; grade positions for similar work performed.

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SUBJECT: CIA Goals and Principles

ETHICS


1. Although the Agency attempts to recruit high-caliber employees, there seems to be more acceptance of the lower moral standards being accepted by society in general.

2. An atmosphere created to encourage creativity. The concept "I have an idea": different than the process that has been followed for the last ten years. The ability to allow change to take place. Management style of allowing communications to be openly expressed. More communication and use of private industry management tools. Give especially capable people a clear idea of the results you want to achieve and let them develop the methods to achieve them.

STANDARDS

Loyalty, dedication, obligation, committment and functioning as a team member in accomplishing duties.

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Chief, OC/OL/IMC